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~~The workplace "CAVES AND COMMONS" BALANCE NEED FOR PRIVACY AND TEAMWORK.~~
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No perk has been more sacred than the plush private office, but not in Procter & Gamble's new \$280 million building.

Everyone works in open cubicles, grouped together in teams, and all can see each other, regardless of rank, just by standing up. Several articles this month are devoted to the new workplace, where every space must afford both openness and privacy and the mobility to get easily from one to the other. The result is a "caves and commons" theory of design, totally dependent on the furnishings; and Steelcase, Haworth, Herman Miller and others are scrambling to crank out products that will fit companies' new ways of working. Wheels seem to be critical; at Minneapolis-based ad agency Fallon McElligott, creative staff wheel fully portable desks into a common area when it's time to brainstorm. And the new workplace encourages brainstorming any place, any time. In P&G's new building, couches are strategically placed in extra-wide corridors, lunchrooms and lounges are equipped with electronic whiteboards that can convert scribbles to e-mail, escalators have replaced "chat-zapping" elevators. Designers say there will never be a one-size-fits-all design, and even openness has its drawbacks (one worker admits sometimes he has to hold his hand over the phone and say, "hey, hold it down!") But clearly, says one cover story, the era of the corporate "edifice complex" is over, and the time of workspaces that work has begun. # 9309 BUSINESS WEEK, 4-29-96, pg. 117

CORPORATE REAL ESTATE EXECUTIVE, 2-96, pg. 22

INDUSTRY WEEK, 4-15-96, pg. 24

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